Where am I?

Where am I?

Navy Dentistry's Strategic Plan

Mission

Ensure Dental Readiness While Optimizing Dental Health!

Vision

Dental Health for Those Entrusted to Our Care!

NDCSW
ESC
1 APR 2003

AGENDA

Time	Topics	Name
1430	Command Status Report and Marketing Update	DCS
1445	Discuss and vote on BZ Program	DTCS Ewing, ESC
1500	ISEB Semi-annual report	Lisa DeMars
1510	Civilian annual report	Mr. Mallahan
1520	SP GOAL 3	DFA
1535	SP GOAL 5	DFA/CMC
1650	SP GOAL 1	DCP
1615	ESC Reporting Schedule Review, Optimization, Leading Change	CAPT Vacek

ESC Ground Rules

- **Review Ground Rules:**

1. **Have fun. No fear**
2. **Raise hand to get the floor**
3. **Everyone participates**
4. **Agreement through consensus**
5. **Stick to the agenda**
6. **No personal agendas**
7. **Don’t beat a dead horse**

ESC Ground Rules

- **Review Ground Rules:**

  Agreement through consensus

  - **Webster**
    - **1. Group solidarity in sentiment and belief**
    - **2. Collective opinion**
    - **3. The judgment arrived at by most of those concerned**

Navy Dentistry's Strategic Plan

Mission

Ensure Dental Readiness While Optimizing Dental Health!

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FY03 NDCSW Annual Plan
ACTION STEPS

Plan Objective:
XXXXXXXXXXXXXXXXXXXXXXXX

Obj Team Leader: XXXXXXXXXXXXXXX

Performance Metric:

XXXXXXXXXXXXXXXXXXX

Team:
XXXXXXXXXXXXXXXXXXX
XXXXXXXXXX

Action Steps this Year	Step Owner	Start Date	Target Date	Date Complete	Progress Indicator	Progress Target	Reporting Period	$$ and Personnel Requirements	
								Startup $$/Hrs	Recuring $$/Hrs

AN ACTION PLAN FROM THE WORLD'S FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading Change

John P. Kotter

HARVARD BUSINESS SCHOOL PRESS

Leading Change

- **8 Stage Process of Creating Major Change**

Leading Change

- **1. Establishing a Sense of Urgency**
  - **Examining the competitive realities**
  - **Identifying and discussing crises, potential crises, or major opportunities**

Leading Change

- **1. Establishing a Sense of Urgency**
  - **The enemy of urgency is complacency**

Leading Change

- **1. Establishing a Sense of Urgency**
  - **Sources of Complacency**
    - **The absence of crisis**
    - **Too many resources**
    - **Low performance standards**
    - **Internal measurements that focus on the wrong performance outcomes.**
    - **Lack of performance feedback**
    - **Human nature**

Leading Change

- **2. Creating the Guiding Coalition**
  - **Putting together a group with enough power to lead the change**
  - **Getting the group to work together as a team**

Leading Change

- **3. Developing a Vision and Strategy**
  - **Creating a vision to help direct the change effort**
  - **Developing strategies for achieving that vision**

Leading Change

- **4. Communicating the Change Vision**
- **5. Empowering Broad Based Action**
- **6. Generating Short Term Wins**
- **7. Consolidating Gains and Producing More Change**
- **8. Anchoring New Approaches in the Culture**

Self-Assessment

- **The Drucker Foundation advertises self-assessment tools as "a method to help us think through what we are doing, why we are doing it, and what we must do." Their five most important questions are:**
- *What is our mission?*
- *Who is our customer?*
- *What does the customer value?*

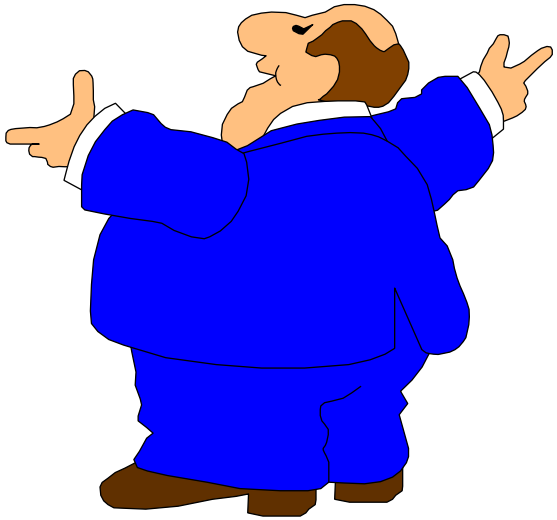
Who are our customers?

- Patients
- Visitors/Family Members
- Coworkers (Teammates)
- Other Departments
- Friends
- Spouses/Children
- Ourselves

What do our Customers want?

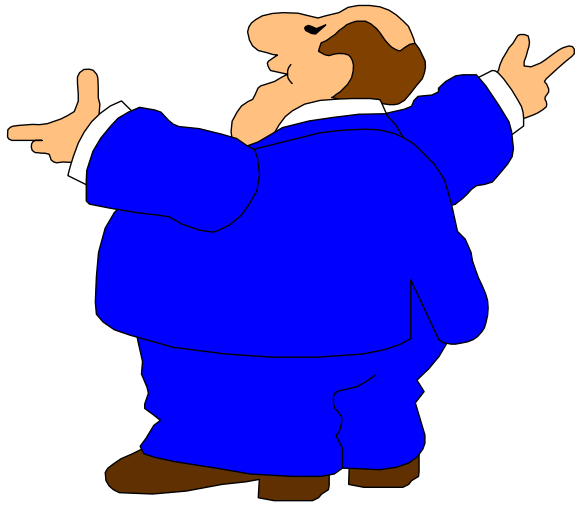
The top five in order of importance!

- **Quality of Care**
- **Pleasant/Caring Attitude**
- **Fast Service**
- **Cleanliness of Clinic**
- **Education and Training of Staff**



Basic customer needs

- **Friendly interactions**
- **Understanding and empathy**
- **Fairness**
- **Some degree of control**
- **Options and alternatives**
- **Information**
- **To be taken seriously**



Leading Change

- *What are our results?*
  - Metrics
- *What is our plan?*
  - SP and AP
- The intent of this process is to convert knowledge into effective action.

Leading Change

- **The internal improvement effort serves to identify strengths and target improvement opportunities.**
- **Answering the five questions should focus the command activities, eliminating unnecessary and redundant activities.**

Leading Change

- **The most basic question of self-assessment is, “Are we doing a good job?”**
- **To answer this a command must describe what a “good job” looks like.**
- **Describing a “good job” involves not only defining the “job” (mission) but also ways to measure “good” (metrics).**

Leading Change

- **The process of self-assessment helps improve the operation of the organization, promote good staff relations, and establish benchmarks for evaluating progress.**
- **Self-assessment involves all organizational levels and as many staff as possible. It encourages vertical and horizontal communication supporting true organizational alignment.**

Leading Change

Leading Change

- **TQM basically said, “look at your processes and make them more efficient.”**
- **Its weakness was that a command could very efficiently do something it shouldn’t.**

Leading Change

- **Principle Centered Leadership, the next stage of TQL, looked at the outcome of processes.**

- **It answered the question, “Does this process do what we want?”**

Leading Change

- **Self-assessment is the next evolution with customer needs as the basis for planning command functions, activities, and services.**
- **It involves the entire command exploring these needs and ways to satisfy them.**

Leading Change

- **Ongoing self-assessment continually analyzes the customer satisfaction, customer needs, and organizational health.**
- **It evaluates organizational performance on a broad spectrum of functions, not just efficient provision of care or cost effective use of the OPTAR.**

Leading Change

- **SECNAVINST 5040.3A 13 July 2000, states, “Self-assessments promote responsibility and accountability within the unit and are the preferred from of inspection.”**